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7 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: Statement of Goals, Principles, and Standards  
for CIA

REFERENCE: DCI Draft, same subject, dtd 24 Jan 84

Attached are the  division and subordinate unit  
alternative drafts of the subject. Each draft identifies the  
author(s) of same.

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Attachments:  
As stated

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## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence support to U.S. Government policymakers and a broad range of other consumers in a timely manner and in a form to be of greatest utility. Our independent and collective efforts are all directed toward this purpose.

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements. Central direction and objective definition for the operating elements is tantamount to the overall success of the Agency.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of personal and organizational integrity in performance and conduct.

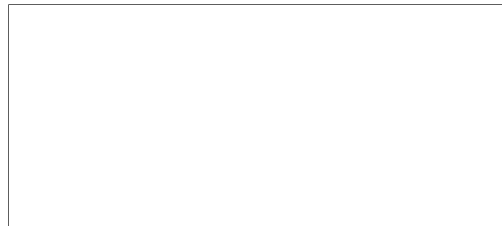
People. CIA's people are the fundamental source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Individuals and work units are compensated for superior performance through personal and organizational recognition and/or monetary rewards. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

✓ Management. CIA's operating style is to foster initiatives, risk taking, interactive communications, and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Measure of Results. Results of the CIA are measured in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their creativity, dedication, initiative, and success in utilizing technology and resources to collect, analyze, and apply information and judgement to foster the security and prosperity of the United States. Results are achieved in CIA by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability and capital value to measure its results.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- development and practical application of the most efficient technologies;
- capability, flexibility, and creativity to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.



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